

Evaluation of the
Danish Arab Partnership Programme

Country Report Morocco



October 2015

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Abbreviations

AFEM	Association des Femmes Chefs d'Entreprises du Maroc
AHDR	Arab Human Development Report
AMDH	Association Marocaine des Droits Humains
ANARUZ	Réseau National des Centres d'Ecoute des Femmes Victimes de Violences au Maroc
CDT	Confédération Démocratique du Travail
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CGEM	Confédération Générale des Entreprises du Maroc
COTRIDIASO	Tripartite Cooperation about Social Dialogue
DAPP	Danish Arab Partnership Programme
DI	Confederation of Danish Industry
DIGNITY	Danish Institute against Torture
DKDS	Danish Design School
DKK	Danish Kroner
FDT	Fédération Démocratique du Travail
FGD	Focus Group Discussion
FLDDF	La Fédération de la Ligue Démocratique des Droits des Femmes
GBV	Gender-Based Violence
IFM	L'Institut Français du Maroc
ILO	International Labour Organisation
IMS	International Media Support
ISM	Institut Supérieur de la Magistrature
KII	Key Informant Interview
KVINFO	The Danish Centre for Gender, Equality and Diversity
LO/FTF Council	Danish Trade Union Council for International Development Cooperation
LU	LandboUngdom (Danish Young Farmers)
MDTF	Multi Donor Trust Fund
MENA	Middle East and North Africa
MFA	Ministry of Foreign Affairs of Denmark
MOJ	Ministry of Justice
RFA	Réseau Femmes Artisanes
SPs	DAPP Strategic Partners
TA	Thematic Areas (of Danish Arab Partnership Programme)
UAF	Union de l'Action Féminine
UGTM	Union Générale des Travailleurs du Maroc
UMT	Union Marocaine du Travail
UNTM	Union Nationale du Travail au Maroc
VAWG	Violence Against Women and Girls

Executive Summary

This report summarises findings from Morocco, one country out of four selected for analysis as part of an evaluation of relevance, results and lessons learned of the Danish Arab Partnership Programme (DAPP), carried out in 2015 by NIRAS and Integrity for the Ministry of Foreign Affairs of Denmark. Separate country study reports for Jordan, Tunisia and Egypt support overall findings outlined by the evaluation synthesis report.

Since 2003, DAPP has been a central pillar of Danish policy towards the Middle East and North Africa (MENA) region. The programme is designed to address complex dynamics of reform and democratisation as well as Danish-Arab relations through a double strategic objective:

- 1) *To promote reform and democratisation processes in the MENA region*
- 2) *To improve dialogue, understanding and cooperation between Denmark and MENA*

By 2014, DAPP had committed a total of approximately DKK 94.5 million to Morocco out of a total budget of app. DKK 1.5 billion for DAPP as a whole. This makes Morocco the fourth largest recipient of DAPP funds behind Egypt, Yemen and Jordan.

Overall relevance

The country study finds justification of Morocco as a relevant country to work towards both objectives of DAPP because of evidence that Morocco:

- Exhibits a steady democratic transition process since the promulgation of a revised Constitution in 2011. Promoting judicial independence and supporting penal reform are challenges that remain highly relevant in the current context.
- Initiatives contributing to human rights, human freedoms and good governance are relevant when supporting the homegrown and gradual reform process that is currently taking place.
- Despite progressive reforms to the Family Law (*Moudawana*) women's access to justice is limited by low levels of general awareness of the changes to the law and its inherent improvements in women's rights.
- Labour legislation (*Code du Travail*) is often poorly promulgated and implemented. Therefore initiatives aimed at generating understanding in public and private sector trade unions are relevant to address this challenge.

Reform objective

Regional programming is important for Moroccan reforms in two ways. (1) Learning and sharing best practices from other countries in the region and, (2) Providing support through large, regional multilateral initiatives. For example, the European Endowment for Democracy fund (EED) has been able to galvanise support for the Moroccan Government-led democratisation processes.

Findings on economic growth and employment activities indicate that the perceived neutrality of Danish partners was instrumental in bringing together unions and private enterprises. It is extrapolated that if secular and non-secular actors are able to dialogue on basic issues such as occupational health and safety in the work place, this is a good foundation for later cooperation.

Dialogue objective

The evaluation study finds that dialogue and exchange can provide a valuable opportunity for not only promoting positive change in Morocco but also valuable learning in Denmark, as evidenced in the case of prison system dialogue outlined below.

Exchange and partnering component of gender equality interventions were found to have been valuable to project beneficiaries. The ability to work on innovative issues, like partnering handicraft Moroccan women (from economically excluded groups) with young design students from Denmark is highly relevant and a real value added of DAPP. The evaluation observed tangible results produced through this project in the form of original handicraft products. As one partner expresses it: “The Danish strength is their simplicity. [Denmark provides] simple ideas and good organisation. Also their capacity for listening.”¹

Results in the four thematic areas

Findings of the country study include the following results in the four thematic areas:

1) ***Human rights, human freedoms & good governance*** (14% of DAPP Morocco budget)²

‘Alternatives to Prison Punishment in Morocco’, implemented by the Danish Prison and Probation Service in partnership with the Ministry of Justice (MoJ), is an example of a DAPP activity found to have promoted penal reform in Morocco. Visits to Denmark by Moroccan judges were effective in exposing judges to alternatives to prison. Judges admitted to have had initial scepticism but have since, as a result of the project, worked on the introduction of several alternatives to prison inspired by the Danish system and these are now included in the Moroccan Penal Bill.

Results for youth participation are most noticeable in terms of *increasing the participation of rural and economically excluded pockets of youth in social and political life*.

The project ‘Education for rural youth’ has been implemented by LandboUngdom (Danish Young Farmers) together with Maison Familiale Rurale d’Ouled Said (MFR) and ENACTUS.³ The project focuses on empowering rural youth and building their capacity to participate as a skilled, gender-sensitive and democratic workforce in rural areas. This project is found to be relevant in addressing the challenge of rural youth exclusion in Morocco.

2) ***Women’s empowerment and gender equality*** (47% of DAPP Morocco budget)

The evaluation study finds evidence of progress towards generating greater awareness, understanding and access to existing laws that promote gender equity. In Morocco, despite progressive reforms to the *Moudawana*, access to justice is limited by low levels of awareness of these changes. Therefore KVINFO worked with legal professionals to sensitise them to the new laws and established an information desk for legal information. This information desk is still functioning and is supported by the MoJ Salé. Spanish cooperation is supporting the MoJ to expand the model across Morocco. However, challenges with management on

¹ Interview, 01/04/15.

² Evaluation Pre-study (2015). Does not include regional commitments. In addition 7% has not been allocated to a specific thematic area.

³ The project is supported through the DUF mini pool.

the part of the MoJ had a notable impact on the sustainability of the project. KVINFO also established a legal aid centre found to be effective in improving legal knowledge levels, legal literacy and establishing greater confidence in the judiciary in both urban and rural areas.

Results were found to be particularly significant in women's participation in economic life at a sub-national level. A project on 'Women's Decision-Making and Leadership in the Public Sphere', implemented by KVINFO, had success in effectively combining livelihoods training with women's empowerment, even if it was geographically limited.

Finally, results can be observed in responding to immediate needs of individuals affected by Violence Against Women. However, limited support to individual initiatives appears unlikely to have a significant impact on the complex issues of gender based violence on a national scale.

3) ***Knowledge-based societies (4% of DAPP Morocco budget)***

Intervention scope under this thematic area was found to be limited to a media cooperation programme implemented from 2010 to 2011 by International Media Support (IMS). Only limited progress was found in pledges to adopt a press code, which would reform freedom of information rules and provide a legal framework for community media to operate. Therefore interventions to support a more enabling legal environment for the media would be relevant in Morocco

The IMS programme in 2010-11 involved Moroccan media experts, journalists and organisations in furthering free expression and access to reliable and diverse information in the MENA region through media reform and professionalisation. It also aimed to strengthen professional exchange and mutual understanding between media actors in the MENA region and Denmark.

4) ***Economic growth and job creation (28% of DAPP Morocco budget)***

Three DAPP projects were assessed in this thematic area and focus most closely on labour market reform and social dialogue. All projects exhibited some degree of success in the promotion of dialogue between different stakeholders in the public and private sector.

The COTRIDIASO project helped establish occupational safety and health committees at workplace level. Focus of the training provided was widely found to be relevant to plans for economic growth and the job sector. In addition to the COTRIDIASO project, the 'Capacity building of social partners in Morocco with a view to promoting social dialogue' has been able to push for an inclusive dialogue including the Islamist union (UNTM). Engagement of non-secular actors was found to be a strong result for this project. The evaluation attributes this outcome to the perceived neutrality of Danish partners.

'Support to Democratic Trade Union Development and Social Dialogue in the MENA Region' has focused on training trade union representatives in social dialogue, occupational health and safety (OHS) and negotiation. The project comprises nine training seminars organised by each participating trade union for members of the respective unions in different regions and sectors.

Moroccan partners have expressed satisfaction with the approach and contents of the trainings. Importantly, the trainings have extended to reach target groups beyond Casablanca.

Perceived neutrality of the Danish partners was seen as instrumental in bringing together unions and private enterprises. It is extrapolated that if diverse (secular and non-secular) actors are able to dialogue on basic issues such as occupational health and safety in the work place, this can serve as a good foundation for wider cooperation in other issues as well.

Recommendations

On **relevance and themes** the country study recommends to:

- *It is recommended that DAPP maintain Morocco as a priority country due to its relative stability and commitment to on-going reform processes and dialogue.*
- *It is recommended to continue to implement initiatives in all thematic areas in the Moroccan context whilst focusing on entry points to Moroccan agents of change in those thematic areas where Denmark has strong expertise and experience, for example, within social dialogue and labour market reform.*

On **implementation approaches**, the country study recommends to:

- *It is recommended to use a mixed modality of multilateral and bilateral approaches as multilateral avenues currently appear under-explored, not least when it comes to human rights and democratisation.*
- *It is recommended to continue exchange activities with demonstrated potential to promote dialogue and provide new ideas, as evidenced by some of the existing gender equality and social dialogue interventions.*

On **management and coordination**, the country study recommends ensuring that:

- *It is recommended to involve the Danish embassy in Rabat more strongly in communication and coordination, notably where Moroccan government agencies are involved as this is found to hold potential for enhanced synergy and more effective implementation.*

1 Introduction

This chapter provides the Danish Arab Partnership Programme (DAPP) context for the country findings from Morocco and an overview of the methodology applied.

DAPP, launched in 2003, is a key modality for cooperation between Denmark and the Middle East and North Africa region (MENA). The programme focuses on the twin objectives of promoting reform and democratisation processes in the MENA region and improving dialogue, understanding and cooperation between Denmark and the MENA region. DAPP has proven to be a remarkably adaptive mechanism, particularly in light of the profound changes and great contextual variations that characterise the region.

From small-scale funding for pilot projects supporting democracy and human rights, DAPP grew to DKK 100 million per year from 2006 to 2011. In 2012, following the Arab Spring, the annual commitment was nearly tripled to the current level of DKK 275 million. The total financial frame for DAPP during the evaluation period (2003-14) amounts to approximately DKK 1.5 billion⁴ as reflected in the figure below.

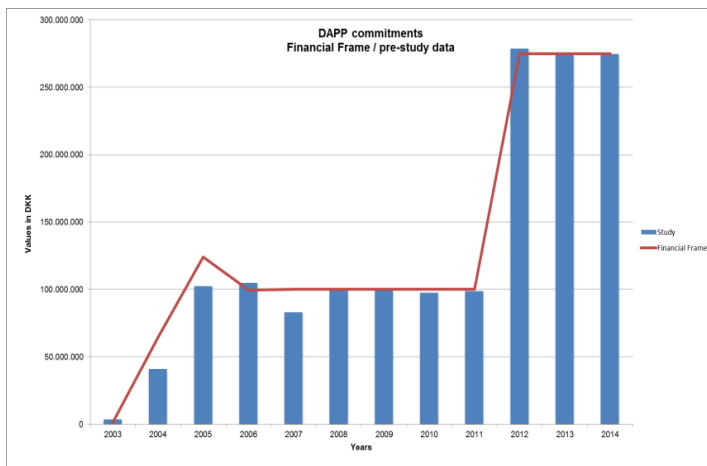


Figure 1: DAPP Annual Commitments⁵

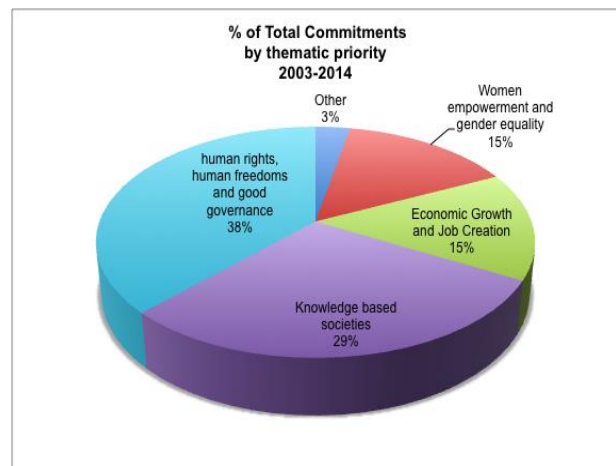


Figure 2: Thematic commitments

Taking the 2002 Arab Human Development Report (AHDR) as its point of departure, DAPP funding has been channelled to four thematic areas.⁶ In the evaluation programme period, 38% of total commitments to all countries have been allocated to 1) Human rights, human freedoms and good governance, 15% to 2) Women's empowerment and gender equality, 29% to 3) Knowledge-based societies and 15% to 4) Economic growth and job creation.⁷

DAPP is implemented through three main modalities: i) strategic partnerships, ii) project and programme support and iii) secondments of experts. The geographical coverage of

⁴ Evaluation Pre-study (2015).

⁵ Evaluation Pre-study (2015) and figures provided from MFA MENA department. In 2011 an additional DKK 99,949,810 were committed under the "Freedom pool" (Frihedspuljen) which worked under the same principles as DAPP.

⁶ The fourth thematic area was not inspired directly from the Arab Human Development Report, but was added in 2011, following the strong demands for jobs and economic empowerment emanating from the Arab Spring protests.

⁷ 3% of funds have been committed to activities that do not fall under any of the thematic areas. Evaluation Pre-study (2015).

DAPP has evolved over time and DAPP has been active in 11 countries, but with varying financial intensity. Key partner countries in terms of financial commitments and political priorities are: Egypt, Yemen, Jordan, Tunisia, Morocco, Syria and Libya.

The present evaluation began with a comprehensive desk review of DAPP. In order to cover the very large scope of the evaluation, an approach of stratified sampling of projects across the four focus countries of Egypt, Jordan, Morocco and Tunisia was applied. Ten projects for each country and a number of regional projects and programmes were selected based on a selection matrix including the following criteria:

- Thematic areas
- Implementation modalities
- Nationality of contract holders
- Bilateral/multilateral projects
- Time period of implementation

The full methodology, including table overviews of sampled projects, challenges and mitigation strategies, can be found in Annex A. Separate country reports are available on findings from Tunisia, Egypt and Jordan. Furthermore, an evaluation synthesis report of all findings is available.

2 Country context

This chapter provides an overview of the current context in Morocco in order to be able to assess the overall relevance of the thematic focus areas of DAPP in the country.

Overview

In the wake of the so-called Arab Spring, Morocco has focused on stability and security under the leadership of King Mohammed VI. Within the Danish Ministry of Foreign Affairs, it is widely viewed as one of the most reform-willing and progressive countries in the MENA region.⁸ According to Transparency International's National Integrity System review, "Morocco blends a powerful monarchy and weak political institutions with a rather free civil society and media."⁹

Human rights, human freedoms, and good governance

Popular protests by the "February 20 Movement" in 2011 prompted King Mohammed to initiate revisions to the Constitution. This marked a turning point for Morocco, increasing parliamentary powers, judicial independence and set the foundations for those seeking a more democratic, decentralised and open society. Parliament is now elected, and the Prime Minister appointed from the majority party. The King, however, retains most of the executive powers, including control of the military and senior appointments to the judiciary.

⁸Interviews with MFA staff. See also Aide memoire, Strategic review of Moroccan-Danish cooperation, 24 October-11 November 2011 (Ref. No. 104.Arabiske lande.3) and Identification Note. Moroccan-Danish Cooperation in the Context of Danish-Arab Partnership Programme 2012-2015. Ref. (No. 104.Arabiske lande.3).

⁹ 'The Good Governance Challenge: Egypt, Lebanon, Morocco and Palestine', (Transparency International: 2010):7.

Strong provisions for human rights were included in Morocco's 2011 Constitution, but this often does not translate into practice and political will is still lacking.

Morocco has only seen slow progress since reforms were launched in the 1990s in its criminal justice sector. Interviewees from the Conseil National des Droits de l'Homme (CNDH) dubbed it "an open worksite". Lack of access to justice remains a problem, particularly in security-related cases where military courts try civilians.¹⁰ Courts often rely on confessions, at times obtained under torture. Overcrowding in prisons is one of the most pressing reform areas, with CNDH calling for a revision of the penal code and the expansion of alternative sentencing.¹¹

Morocco has implemented reforms to improve the legal status of migrants and refugees. However, the rights to peaceful assembly, association and expression are limited by laws that criminalise actions seen by the authorities as secessionist with regard to Morocco's claim to Western Sahara. Despite constitutional guarantees, some organisations have faced difficulties registering. In 2014, authorities broke up a number of street protests.

Popularity of the youth-led "February 20 Movement" has faded in recent years, yet networks of young people are still vocal in advocating for political reforms, government accountability, and greater independence of the judiciary. Political participation is low and unemployment high among young people. Lack of opportunities is a driver of anti-government protest, Islamist militancy, and migration across the Mediterranean¹².

Morocco's revised constitution formalised the idea that: "territorial organisation of the Kingdom is decentralised." (Article One) While this provided fresh impetus to a gradual process of devolution underway since the 1960s, Morocco faces a number of hurdles in establishing strong, responsible territorial governance, including lack of training and capacity among local administrators, irregularities tainting local elections, and a reluctance to devolve power among central authorities. Partnerships to promote reform and dialogue on human rights consequently appear highly relevant.

Women's Economic Empowerment and Gender Equality

The political will for reform to improve the situation of women and gender inclusion has led to progressive legislation, such as the 2004 Family Code (known as the 'Moudawana'). Since April 2011, Morocco has lifted its reservations to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). However, an explicit reference to the principle of gender equality and non-discrimination included in Article 19 of the revised Constitution is widely perceived to have been blunted by a qualification referring to the "Constants"¹³ – an ambiguous concept implying respect for religion, morals or traditions that may be interpreted differently by different judges. Despite the positive legal amendments, there is a lack of both formal and real gender equality. Women particularly lack legal protection in areas such as

¹⁰<https://www.hrw.org/world-report/2015/country-chapters/morocco/western-sahara>

¹¹ Interview with the CNDH: "In Morocco, 73000 incarcerated instead of the 32000 which is the prisons real capacity."

¹² In 2015, 62.9% of unemployed people in Morocco are between 18 and 29 years old, according to the Haut commissariat au Plan. http://www.hcp.ma/La-Situation-du-marche-du-travail-au-premier-trimestre-de-l-annee-2015_a1539.html

¹³ Article 19 "The man and the woman enjoy, in equality, the rights and freedoms of civil, political, economic, social, cultural and environmental character, enounced in this Title and in the other provisions of the Constitution, as well as in the international conventions and pacts duly ratified by Morocco and this, with respect for the provisions of the Constitution, of the constants [constantes] and of the laws of the Kingdom.

domestic violence and sexual abuse. There is lack of participation of women in political and social affairs as well as in the formal labour market.¹⁴ Disparities between the sexes are exacerbated by high rates of illiteracy particularly in rural areas. According to the United Nations, “it is now acknowledged that the low literacy rates witnessed in Morocco, and among women in particular, are a major barrier to the process of national socio-economic development”¹⁵. There is thus a persistent need to work with women’s empowerment and gender equality as a thematic area for DAPP in Morocco.

Knowledge-based societies

Morocco’s 2011 Constitution guarantees freedom of the press, but according to Freedom House, “Its vague language enables great latitude for interpretation and hinders enforcement of media protections. The press law prohibits criticism of the monarchy and Islam and effectively bars independent coverage of certain taboo subjects, including the royal family and the status of Western Sahara. Libel remains a criminal offense that can result in prison terms and exorbitant fines. Legal cases are a primary method of repressing critical expression.”¹⁶ Journalists do publish investigative pieces and opinions that are critical of authorities but can face prosecution if they go too far. Only limited progress has been made in pledges to adopt a press code, which would reform freedom of information rules and provide a legal framework for community media to operate.

Low levels of education and literacy in Morocco hamper the production and diffusion of knowledge and values.¹⁷ However, organisations such as the Mazagan Institute exist with the aim of promoting country-level and regional debate and also intercultural dialogue and offer partnership opportunities for this thematic area of DAPP.

Economic growth and job creation

In 2014 Moroccan economic growth decelerated from 4.4% in 2013 to an estimated 2.6% as a result of a decline in agricultural output due to insufficient rainfall and a lacklustre growth performance outside agriculture, especially in manufacturing.¹⁸ Unemployment is an increasing challenge and rose to 10% in 2014¹⁹ Youth unemployment is a critical problem. It is estimated that four out of five unemployed people are aged 15 to 34. Although the unemployment rate has declined over the past decade, youth unemployment is still twice that of the total population. According to Abdeslam Seddiki, Minister of Labour and Social Affairs in Morocco, “Urban youth are more likely to be unemployed than rural youth.”²⁰ This situation is in contrast to other MENA countries such as Egypt and Tunisia.

Despite relatively wide access to upper level education, joblessness is a structural problem with several factors driving it, notably, the population growth beyond the

¹⁴ Many women are employed in informal sectors where there is an even further absence of social and economic rights.

¹⁵ <http://www.unesco.org/uil/litbase/?menu=12&programme=68>

¹⁶ <https://freedomhouse.org/report/freedom-press/2013/morocco>

¹⁷ According to the “Commissariat au Plan” the literacy rate decrease in Morocco from 43% in 2004 to 30% in 2013;

¹⁸ <http://www.worldbank.org/en/country/morocco/overview>

¹⁹ <http://www.worldbank.org/en/country/morocco/overview>

²⁰ <http://www.theguardian.com/global-development-professionals-network/2014/aug/20/youth-unemployment-interactive-abdeslam-seddiki-morocco>

economy's capacity to create jobs. Generating jobs is a key focus of the Moroccan Government²¹ and illustrates the relevance of this fourth thematic area of DAPP.

3 Analysis of DAPP Results in Morocco

3.1 Overview of Funding Scope and Modalities

DAPP is Denmark's primary funding channel in Morocco. It is an instrument for a wide range of cooperation, including support to women's professional groups, trade unions and CSOs and artistic and cultural exchanges. Morocco is the fourth-largest recipient of DAPP funding, accounting for approximately 6% of total DAPP funding since 2006, or DKK 94.4 million. Most funding has been channelled to civil society organisations (CSOs).

The Danish and Moroccan Governments signed a Framework Agreement on the *Moroccan-Danish Partnership Programme* in February 2006, launching a first generation of projects addressing gender, prison administration and social dialogue. The Framework Agreement was renewed on 15 January 2010.

A high-level Joint Steering Committee was appointed to oversee its implementation. Strategic discussions about the reform process in Morocco and the contributions of Denmark took place at a Joint Steering Committee meeting in Rabat in 2013 and during political consultations in Copenhagen with the Moroccan Deputy Minister of Foreign Affairs in February 2015. However, the Joint Steering Committee has not represented a sufficient platform for deep strategic discussions and sharing of lessons learned. More regular and structured strategic discussions between Morocco and Denmark on how to advance the reform agenda would be desirable.

In 2007 a Danish embassy was opened in Rabat.

Most DAPP support in Morocco is implemented through strategic partnerships between Danish organisations and institutions and Moroccan ones. The overview of the DAPP implementing partners per thematic areas can be found in Annex B.

3.2 Results in the Thematic Areas

This section presents the results of DAPP initiatives in Morocco in four thematic areas. In accordance with the ToR, main emphasis is placed on the period 2009 to 2014. Results are synthesised across the ten case projects and supported by assessments, project progress reports and reviews. Results from other DAPP projects implemented in Morocco also inform the analysis. This approach has been chosen to triangulate data collected through field visits, thus improving the overall quality of the evidence available. More details about objectives and outputs of each case project evaluated can be found in Annex B.

²¹ <http://www.theguardian.com/global-development-professionals-network/2014/aug/20/youth-unemployment-interactive-abdeslam-seddiki-morocco>

Thematic Area 1: Human rights, human freedoms and good governance²²

Overview of Key DAPP Contract Holders:

Value of allocation: DKK 12,908,750

Strategic partners: DIGNITY, DUF, DIHR

Others: Danish Prison and Probation Service, International Centre for Transitional Justice, Institution du Médiateur, NCG and COWI, LandboUngdom (through DUF mini pool)²³

Relevance

Overall, the evaluation found that human rights support under DAPP is relevant in supporting the reform process currently taking place in Morocco. Despite limited available funding, country study findings indicate that there is space to have an impact on a national scale.

Achievements and results

The immediate objectives for Thematic Area 1 are:

- a) To strengthen processes of democratic transition
- b) To strengthen human rights and to combat torture
- c) To strengthen young people's participation in public life

The DAPP project, 'Alternatives to Prison Punishment in Morocco' (implemented by the Danish Prison and Probation Service in partnership with the MoJ) has *tangibly addressed the challenge of penal reform in Morocco*. The MoJ has, as a result of the project, worked on improvements to the Penal Code. Specifically, there are now several alternatives to prison inspired by Danish approaches included in the Moroccan Penal Bill.²⁴ The National Human Rights Council has stressed the need for a revision of the penal code and the expansion of alternatives to prison sentencing.²⁵ The visits to Denmark by selected Moroccan judges likely to participate in the drafting of the penal reforms were reported to be effective because they gave the opportunity for the judges to see the implementation of alternatives to imprisonment in practice. Judges, initially sceptical to the project, are now more convinced after having seen specific examples of the efficiency of different alternatives to prison.²⁶ The project has contributed to the Danish embassy becoming a key interlocutor of EU, UK and US funders with regards to alternatives to prison punishment.²⁷

As in the case of the evaluation findings in Tunisia, *regional programming aimed at addressing human rights and combating torture can promote positive change at a country level*. DIGNITY and the Restart Centre for the Rehabilitation of Victims of Violence and Torture (Lebanon) have coordinated and developed the 'MENA Regional Forum on monitoring of places of detention and prevention of torture'. The Forum builds on the good experience gathered by DIGNITY in its national programmes in Jordan, Tunisia, Egypt, and Libya,

²² The overview is based on a combination of interviews in Tunisia and the evaluation Pre-study (2015). The overview does not include contract holders of regional programmes.

²³ Evaluation Pre-study (2015) and evaluation interviews. Organisations often work across thematic areas but are in this report registered under the thematic area where their core work is assessed to fit best.

²⁴ Interview, 02/07/15.

²⁵ Interview with the National Human Rights Council.

²⁶ Interview, 02/07/15.

²⁷ Comment to country report by DAPP TAO.

and on experiences from monitoring in other contexts.²⁸ The regional approach contributes to provoking positive engagements between parties and practices from different countries, always taking as point of departure success stories that can be replicated; therefore choosing a developmental approach rather than pointing out violations straightforwardly, which has proven an effective means of addressing an often difficult subject.

Results for youth participation are most noticeable in terms of *increasing the participation of rural and economically excluded pockets of youth in social and political life*. The project 'Education for rural youth' has been implemented by LandboUngdom (Danish Young Farmers) together with Maison Familiale Rurale d'Ouled Said (MFR) and ENACTUS.²⁹ The project focuses on empowering rural youth and building their capacity, to participate as a knowledgeable, gender-sensible and democratic workforce in rural areas.³⁰ This project is relevant in addressing the challenge of rural youth exclusion in Morocco. However, while project participation is high, a key success is if participants are able to act as agents of change sustaining results in the medium to long term. Positive indications are that beneficiaries mention a change in young girls' and boys' attitudes towards work in rural areas.

Lessons learned:

- Dialogue and exchange can provide a valuable opportunity for not only promoting positive change in Morocco but also valuable learning in Denmark e.g. in the prison system in Denmark.
- Regional programming is important in Morocco in two ways. (1) Learning and sharing best practices from other countries in the region and, (2) Providing support through large, regional multilateral initiatives. For example, the European Endowment for Democracy fund (EED) has been able to galvanise support for the Moroccan Government-led democratisation processes by funding a YouTube campaign urging voters to register.³¹

Thematic Area 2: Women's Empowerment and Gender Equality

Overview of Key DAPP Contract Holders:

Value of allocation: DKK 44,607,836

Strategic partners: KVINFO, The Women's Council in Denmark (+LOKK and Danner)

Others: UNIFEM

Relevance

In Morocco, gender inequality is perpetuated through a lack of political and economic participation and unequal access to justice. Furthermore, social and cultural norms

²⁸DIGNITY brief for DAPP evaluation team, Spring 2015.

²⁹The project is supported through the DUF mini pool.

³⁰http://www.landboungdom.dk/fileadmin/user_upload/Pdf/Internationalt/201310_Partnership_LU_MFR_ENACTUS_2013_v6.pdf

³¹This clip was reportedly watched by more than 3 million viewers: <http://www.eppgroup.eu/press-release/European-Endowment-for-Democracy---promoting-European-values>

continue to propagate hierarchical roles of men and women and legitimise violence against women.³² DAPP support addressing both of these issues is thus highly relevant.

Achievements and results:

The immediate objectives for Thematic Area 2 are:

- a) To promote legislative changes that enhances gender equity
- b) To increase women's participation in social, political and economic life
- c) To combat violence against women (VAW)

There has been quite *strong progress towards generating greater awareness, understanding and access to existing laws that promote gender equity*. In Morocco, despite progressive reforms to the *Moudawana*, access to justice is limited by low levels of general awareness of the changes to the law and resulting improvements in women's rights. KVINFO implemented the project 'Morocco-Denmark partnership project for the implementation of women's rights and the Family Code'. This project worked with legal professionals to sensitise them to the new laws and established a centre to provide people with legal information. However, challenges with management on the part of the MoJ had a notable impact on the sustainability of the project.

KVINFO also implemented the project on 'Strengthening Women's rights and Access to Justice in the Moroccan Legal System', which established a legal aid centre. This centre was effective in *diffusing legal information, improving legal literacy and reestablishing greater confidence in the judiciary*.³³ The centre was effective in providing legal information to address, for example, the need for reestablishing greater confidence in the judiciary, legal literacy (not just information about rights but their significance and how to go about claiming them) in both urban and rural areas.³⁴ The project was also effective in *addressing the challenges in terms of the application of the Moudawana*, as well as the implications of the lift of CEDAW reservations and contradictions with Article 19 of the revised Constitution.

Although both projects implemented by KVINFO encountered some implementation challenges, for example, delays with MoJ implementation, they contributed to *greater awareness of legal changes that enshrine and support gender equality*.³⁵

In regards to women's participation, *results were demonstrable in women's participation in economic life at a sub-national level*. The project 'Women's Decision-Making and Leadership in the Public Sphere' implemented by KVINFO has been recognised as particularly effective in combining livelihoods training with women's empowerment. Another key result of this project is the founding of a national network of female trade unionists.

The exchange and partnering component of this project has been valuable to the project beneficiaries. The ability to work on innovative issues, like partnering handicraft Moroccan women (from economically excluded groups) with young Modern Design students from

³² http://www.unwomen.org/mdgf/A/Morocco_A.html

³³ Interview, 03/31/15.

³⁴ Interview, 03/31/15.

³⁵ Evaluation interviews on 04/04/2015 regarding 'Denmark partnership project for the implementation of women's rights and the Family Code' revealed the following: Under the first output, the project supported the family courts of Salé and Kénitra to become 'model courts' through a twinning relationship with the Copenhagen Court of First Instance. 57 desk office staff were trained in gender sensitive reception techniques and six family courts were supervised (Salé, Larache, Casablanca, Meknes). The Danish SP developed a ToT methodology, which became the basis of training material, however, due to lack of commitment and interest from MoJ it was never finalised in cooperation with trained staff and submitted to MoJ.

Denmark is highly relevant and a real value added of DAPP. The evaluation observed tangible results produced through this project in the form of original handicraft products. As one representative stated: “The Danish strength is their simplicity. [Denmark provides] simple ideas and good organisation. Also their capacity for listening.”³⁶

Combating violence against women (VAW) has a strong causal relationship between the two other immediate objectives in Thematic Area 2. Improved gender-friendly legislation and increased political and social inclusion will aid an enabling environment to reducing violence against women. The legal situation of women and girls affected by gender-based violence in Morocco is precarious and there is a significant challenge in terms of providing an adequate response. In recent years Morocco has become more open to debating VAW.³⁷ DAPP interventions through The Women’s Council in Denmark and Danner have supported trainings for shelter representatives.³⁸ This resulted in networking between the presidents of the different shelters.³⁹

Lessons learned:

- Projects that rely on the participation and buy-in of the ministries carry a good deal of risk. These projects need support from the relevant Danish embassy counterparts to mitigate risks and ensure success. In the case of the family law project, the lack of support from the MoJ limited effectiveness and impact.
- KVINFO’s quality management of partners and their locally driven needs was particularly recognised by beneficiaries and stakeholders. This is attributed to the long-term engagement and, at least in part, the committed presence of key KVINFO staff, and dedicated commitment to understanding the Moroccan context.
- Exchange activities are effective when they can spark dialogue and provide new ideas as was clearly the case in the KVINFO project ‘Women’s Decision-Making and Leadership in the Public Sphere’.

Thematic Area 3: Knowledge-Based Societies

Overview of Key DAPP contract holders in Thematic Area 3:

Value of allocation: DKK 3,383,252

Strategic partners: IMS

Others: Centre Tarik Ibn Zayd

Relevance

Low levels of education and literacy in Morocco hamper the production and diffusion of knowledge.⁴⁰ In the media sector, the press law mandates tough sentences for defamation and publishing information deemed by the authorities to incite unrest. Only

³⁶ Interview, 01/04/15.

³⁷ Danida Status report, The Women’s Council in Denmark, 2013.

³⁸ VAW and GBV were implemented by KVINFO from 2007 till 2013. From 2014 the project was taken over by Danner, LOKK and The Women’s Council – all previous partners on VAW under KVINFO’s programme.

³⁹ Comments to draft country report.

⁴⁰ According to the “Commissariat au Plan” the literacy rate decreased in Morocco from 43% in 2004 to 30% in 2013.

limited progress has been made in pledges to adopt a press bill, which would reform freedom of information rules and provide a legal framework for community media to operate. A Press Bill is still being debated between media professionals and Government. Interventions to support a more enabling legal environment for the media are thus highly relevant in Morocco.

Achievements and results

The immediate objectives are:

- a) To strengthen quality and independent media
- b) To strengthen critical and independent academia
- c) To strengthen knowledge-based inter cultural and interreligious dialogue

The evaluation has not sampled projects falling directly within this TA in Morocco.

IMS work includes improving standards of media professionalism with an emphasis on investigative journalism. From 2009 IMS has conducted a training of journalist programme. In 2011 the Moroccan Association for Investigative Journalism was supported in establishing local chapters in different regions in Morocco to establish a national network of investigative journalists.

In 2011 IMS facilitated a seminar that gathered international community radio experts and the FMAS constituency, a national NGO working to promote legislation that allows for the existence of community media in Morocco. The seminar took place in Marrakech in which 70 community media actors in Morocco were trained in the use of radio equipment, engaged in discussion about community media and its significance and subjected to experiences harvested elsewhere in the world.⁴¹

To address professional exchange, mutual understanding and collaboration between media practitioners in Morocco and Denmark IMS facilitated a professional exchange program between a Danish women journalist network and Moroccan women journalists. Eight months after the twinning, the first network of female journalists was formed in Morocco to support and lobby for the rights of women journalists in Moroccan media.⁴²

Thematic Area 4: Economic Growth and Job Creation

Overview of Key DAPP contract holders:

Value of allocation: DKK 26,638,596

Strategic partners: DI and LO/FTF Council

Others: Danish Ministry of Employment

Relevance

Moroccan labour legislation (*Code du Travail*) is often poorly promulgated and implemented. Therefore initiatives aimed at generating understanding in public and private sector trade unions are apposite to the context. Efforts to broaden this understanding and implementation to industrial centres outside of major municipalities (for example, Casablanca) are important to addressing labour market rights at a countywide level.

⁴¹ Completion report, IMS. 2013.

⁴² Completion report, IMS. 2013.

Achievements and results

The immediate objectives for Thematic Area 4 are:

- a) To promote job creation and lowering unemployment
- b) To promote micro and small enterprises and entrepreneurs
- c) To promote labour market reform and social dialogue

The three DAPP projects assessed by this evaluation in this thematic area are focused most closely on labour market reform and social dialogue.⁴³ These projects, for the most part, took Denmark's own Civil Society Policy (2014) as a starting point. The projects all exhibited *some degree of success in the promotion of dialogue between different stakeholders in the public and private sector*.

The COTRIDIASO⁴⁴ project, implemented by the Danish Ministry of Employment, and the LO/FTF Council and the Confederation of Danish Industry (DI) aimed to *strengthen social dialogue on the Moroccan labour market and support the implementation of selected elements of Moroccan labour legislation (Code du Travail)*. In this respect, occupational safety and health committees were established at workplace level. As the existing *Code du Travail* appeared to be fairly well designed, but poorly promulgated within professional associations and businesses, the training appeared to be highly relevant. Although the project completion report highlighted that COTRIDIASO experienced continuously increasing participation in various project activities – notably the Forum for Dialogue, the project results were negatively impacted by the reticence of popular trade unions such as Union Marocaine du Travail (UMT) to join the project.⁴⁵

In contrast to the COTRIDIASO project, the 'Capacity building of social partners in Morocco with a view to promoting social dialogue'⁴⁶ has been able to push for an inclusive dialogue including the Islamist union (UNTM). *The engagement of non-secular actors is a strong result for this project*. The evaluation attributes this outcome on the observed neutrality of the Danish partners (by contrast with some others partners, which are perceived to have a higher political or economic interest in the country). Furthermore the project contributes to an inclusive social dialogue between the unions and the private sector and also facilitates dialogue among unions themselves. The five biggest unions are now sitting together and trying to reach common positions on key pending disagreements with the Government and the "patronat" (national employers' community).⁴⁷

Support to Democratic Trade Union Development and Social Dialogue in the MENA Region⁴⁸ has focused on training trade union representatives in social dialogue, occupational health and safety (OHS) and negotiation. The project consists of nine training seminars organised by each participating trade union for members of the

⁴³(1) 'Capacity building of social partners in Morocco with a view to promoting social dialogue' (implemented by the Confederation of Danish Industry (DI) and the LO/FTF Council), (2) 'Tripartite cooperation about social dialogue - COTRIDIASO' (implemented by the Danish Ministry of Employment) and, (3) 'Support to Democratic Trade Union Development and Social Dialogue in the Mena Region' (implemented by the LO/FTF Council).

⁴⁴ The full title of this project is 'Tripartite coopération about social dialogue (Coopération Tripartite Dano-Marocaine sur le Dialogue Social'.

⁴⁵ COTRIDIASO Completion Report, 2009.

⁴⁶ The SP implementing this project is Confederation of Danish Industry (DI) and the LO/FTF Council.

⁴⁷ Interview, 04/06/15.

⁴⁸ The SP implementing this project is Confederation of Danish Industry (DI) and the LO/FTF Council.

respective unions in different regions and sectors. The Moroccan partners have expressed satisfaction with the approach and contents of the trainings.⁴⁹ Importantly, the trainings have *extended to reach target groups beyond Casablanca*.

In addition, a number of multi donor trust funds (MDTF) are supported by DAPP and contribute to Thematic Area 4. For instance in Morocco (and Tunisia), one MDTF is providing assistance to clients on access to information, performance-based budgeting, and the development of communication and consultation processes related to reforms.⁵⁰

Lessons learned

- Reform objectives that focus on the promulgation and improved adoption of existing, progressive legislation, are effective means of achieving both DAPP strategic objectives.
- Trade unions, in the Moroccan context, are high-risk partners due to their heavily politicised nature. However, at the same time, they have considerable potential to achieve tangible impacts if the appropriate mitigation measures are established.
- Increased focus on social dialogue in labour market relations and working conditions is a significant parameter in international competition. This intervention area provides DAPP with a niche area (based on Danish expertise) in which programming could respond to local needs that are otherwise unmet. Furthermore, support to dialogue between trade unions representing different social and political groupings extends the democratic dialogue effects to the wider Moroccan society.
- The perceived neutrality of the Danish partners was instrumental in bringing together unions and private enterprises. It is extrapolated that if diverse (secular and non-secular) actors are able to dialogue on basic issues such as occupational health and safety in the work place, then this is a good foundation for further cooperation.

3.3 Programming

Implementation modalities: The main implementation modality in Morocco is through strategic partners (SPs). The interviewed local partner representatives see this modality as appropriate because of the close people-to-people contacts and because it enables them to work on some innovative issues without huge administrative or financial constraints usually incurred in tender mechanisms and Call for Proposals. The DUF mini pool project had high-levels of buy-in at the partner level.⁵¹

Partnership selection: CSO SPs have tended to select secondary partners who are well-established CSOs (several of them funded by an array of donors in Morocco). Small and/or upcoming CSOs were rarely identified or selected. Ministry partners were also selected, however this was at times challenging without involvement of Danish Government institutions.

⁴⁹ Evaluation interviews.

⁵⁰ MENA MDTF First Annual Report Nov 2013.

⁵¹ Interview, 03/01/15; Interview 04/08/15.

Coordination, communication and in-country presence: The evaluation found that DAPP's objectives are little known by Moroccan SPs. Several secondary partners raised concerns about lack of physical presence of SPs in the country. The secondary partners for instance criticised the use of trainers unable to communicate in neither Arabic nor French. Most of the Moroccan secondary partners confirmed that a permanent SP staff presence in the country improves work and facilitates follow-up. SP presence is to a large extent a question of resources. SPs have in interviews confirmed that they would set-up permanent presence in countries of operation if the resources were available. As a means to overcome the drawbacks of non-presence several Danish partners have worked closely with their Moroccan counterparts as cultural mediators.

Management and coordination: The evaluation finds that the involvement of the Danish embassy in SP projects and in coordinating efforts and enhancing synergies between DAPP partners as well as other key actors is somewhat limited. This is among other things due to limited resources, the lack of physical presence of SPs in-country, and the fact that SPs do not always involve the embassy when they are conducting visits etc.^{52 53}

Several DAPP partners reported that they found it challenging to work in Morocco without official involvement of the Danish State especially in sensitive areas such as justice reform and elaboration of democratic regulatory framework for the press. Where the embassy was involved, both diplomatic relations and the project benefited; for instance, LandboUngdom working with young farmers⁵⁴ was facilitated and supported by the embassy and used in diplomatic meetings with Moroccan counterparts as an example of Danish engagement.

4 Conclusions

Overall relevance

The country study finds justification of Morocco as a relevant country to work towards both the reform and dialogue objectives of DAPP because of evidence that Morocco:

- Exhibited a steady democratic transition process since the promulgation of a revised Constitution in 2011. Promoting judicial independence and supporting penal reform are challenges that remain highly relevant in the current context.
- Initiatives contributing to human rights, human freedoms and good governance are relevant when supporting the homegrown and gradual reform process that is currently taking place.
- Despite progressive reforms to the Family Law (*Moudawana*) women's access to justice is limited by low levels of general awareness of the changes to the law and resulting improvements in women's rights. Therefore interventions aimed at legal awareness raising are apposite.
- Labour legislation (*Code du Travail*) is often poorly promulgated and implemented. Therefore initiatives aimed at generating understanding in public and private sector trade unions are relevant to address this challenge.

⁵² Only KVINFO are physically present in Morocco.

⁵³ Interviews and comments to draft country report.

⁵⁴ Through DUF mini pool.

Contributions to reform objectives

It is important to note that direct attribution of the results of DAPP interventions is to be addressed with great caution due to the external factors and complex processes leading to progress or setbacks in reform areas. However, based on primary and secondary sources, the evaluation has found evidence that DAPP's thematic areas are relevant to the Moroccan context and interventions are making contribution to reform processes in the following key areas:

- DAPP has simultaneously addressed the current challenges of prison overcrowding and tangibly addressed penal reform i.e. through the 'Alternatives to Prison Punishment in Morocco' project.
- Good progress has been made towards promoting greater awareness and understanding of the application of the Moudawana, as well as the implications of the lift of CEDAW reservations.
- Positive change was most observable in women's participation in economic life at a sub-national level.
- DAPP initiatives have exhibited some degree of success in the promotion of dialogue between different stakeholders in the public and private sector. Of particular note is the engagement of non-secular actors in dialogue processes over labour market reform e.g. in the 'Capacity building of social partners in Morocco with a view to promoting social dialogue'.

As important as the results are for signalling the impact of DAPP, the evaluation has also sought to identify implementation strategies that have led to successful results:

- Regional programming is important in Morocco in two ways. (1) Learning and sharing best practices from other countries in the region and, (2) Providing support through large, regional multilateral initiatives such as the European Endowment for Democracy fund.
- Some DAPP initiatives, for example, 'Women's Decision-Making and Leadership in the Public Sphere' are geographically limited and do not produce results at a countrywide scale. However, this approach can be considered as effective because resources are targeted at a more achievable and attributable results level.
- The exchange and partnering component on projects such as 'Women's Decision-Making and Leadership in the Public Sphere' and 'Alternatives to Prisons' are perceived in practice as a real value added of DAPP promoting innovation and learning that is translated into practise.

Contributions to the dialogue objective

The exchange and partnering component on projects such as 'Women's Decision-Making and Leadership in the Public Sphere' are perceived (by partners and beneficiaries) as a real value added of DAPP by promoting innovation and learning that is translated into practise. Projects focussing on social dialogue have increased dialogue, learning and cooperation between Danish and Moroccan labour market actors in a challenging and highly political field of operation. Dialogue and exchange has not only promoted positive change in Morocco but also in Denmark, whereby the Danish Prison Administration has new insight into how to improve interaction between Danish prison staff members and detainees with Arab/Muslim backgrounds.

In general, the Moroccans involved in DAPP-funded activities judged the two-way exchange with Denmark extremely fruitful. They evaluated that the partnerships effectively contributed to better mutual understanding.

5 Recommendations

This chapter presents recommendations emanating from the Morocco country study. The recommendations are presented in three categories for easy overview.

Along with the three other country studies of Tunisia, Egypt and Jordan, these recommendations feed into the overall Synthesis Report of the DAPP evaluation.

Relevance and themes

- *It is recommended that DAPP maintain Morocco as a priority country due to its relative stability and commitment to on-going reform processes and dialogue.*
- *It is recommended to continue to implement initiatives in all thematic areas in the Moroccan context whilst focusing on entry points to Moroccan agents of change in those thematic areas where Denmark has strong expertise and experience, for example, within social dialogue and labour market reform.*

Implementation approaches

- *It is recommended to use a mixed modality of multilateral and bilateral approaches as multilateral avenues currently appear under-explored, not least when it comes to human rights and democratisation.*
- *It is recommended to continue exchange activities with demonstrated potential to promote dialogue and provide new ideas, as evidenced by some of the existing gender equality and social dialogue interventions.*

Management and coordination

- *It is recommended to involve the Danish embassy in Rabat more strongly in communication and coordination, notably where Moroccan government agencies are involved as this is found to hold potential for enhanced synergy and more effective implementation.*

Annex A: Evaluation Methodology

This annex outlines the evaluation's applied methodology.

Evaluation Purpose and Scope

The overall purpose of the evaluation, as laid out in the ToR, is to:

Document achievements and results across thematic areas as well as focus countries;
Assess whether strategic objectives and thematic areas continue to be relevant given the dynamic, rapidly changing and fragile context of the MENA region; and
Provide lessons learned and recommendations for preparing a new strategy for DAPP (2017-21).

The period evaluated covers the years 2003 to 2014, but as per ToR and as agreed in consultations with the MFA, focus is on the period from 2009 to 2014. The evaluation covers all four thematic areas of 1) Human rights, human freedoms and good governance, 2) Women's empowerment and gender equality, 3) Knowledge-based societies and 4) Economic growth and job creation, with particular weight on Thematic Areas 1 and 2.

Four countries have been selected by the MFA for evaluation: Morocco, Tunisia, Jordan, and Egypt.⁵⁵ These countries represent some of the largest programmatically and anchor significant country-specific and regional engagements.

The following section will outline design, data collection, and analysis methods, as well as discussing research limitations, and deliverables.

Data Collection and Analysis – Morocco

The Morocco evaluation team allocated 15 working days for the country assessment; field research took place between March 30 and April 11, 2015. The team's North Africa Regional Expert, carried out the assessment in Morocco, supported by a Research Assistant⁵⁶. The overall DAPP evaluation Team Leader, was present for the first working week of each country assessment to conduct an internal briefing and to participate in the meetings scheduled for the first week, including those with Danish officials, SPs, and key governmental and non-governmental partners, to secure that the same overall methodology was used for the four different country visits, as well as to enhance information and experience sharing between the field studies.

The analysis has been framed to clarify pathways within the overall DAPP logic and analyse the intended/assumed links between inputs, outputs, outcomes and overall impact(s) of the DAPP logic, and how, in what way and to what extent the activities of DAPP reach the objectives, both political and developmental. Thus to guide the overall programme assessment, the DAPP intervention logic was used based on the TOC "light" presented in the DAPP Programme Document⁵⁷.

⁵⁵ According to the ToR, Yemen was one of the four countries targeted within the scope of this evaluation, but given the security situation the MFA/EVAL decided to replace Yemen with Egypt.

⁵⁶ The Research Assistant has previously worked for KVINFORM. However, this has not affected the evaluation assessment of KVINFORM interventions.

⁵⁷ Programme Document, pp.12-13.

Evaluation methods

The evaluation has used the following methods:

- *Qualitative key informant interviews with DAPP stakeholders* – these included Head of DAPP office in Tunisia, Strategic and secondary partners, representatives of ministries involved in DAPP activities, key donors working in the thematic areas relevant for DAPP, as well as other stakeholders from civil society, private sector and the media.
- *Desk review* – Desk review of key DAPP documents relevant for Tunisia including strategies, project documents, project rolling plans, monitoring and progress reports, external and internal evaluations and reviews, studies and assessments.
- *Lessons learned workshops (LLW)* – These were held in all four evaluation countries. Participants included in-country DAPP partners, MFA staff and the evaluation country team. The purpose of the LLWs was for the evaluation team to present, discuss, test and elaborate country findings in a participatory process. As an integrated part of the LLW, a ToC workshop focussing on identifying and qualifying presumed links and assumptions between DAPP activities and objectives was also conducted.
- *Surveys*⁵⁸ – survey questionnaires were distributed to partners and MFA staff. Topics covered: DAPP objectives, thematic areas and modalities; results and impacts; reporting modalities; sustainability of partnerships; programmatic cross-cutting issues; knowledge-sharing and cooperation with other partners; communication; contact and relational quality with Danish MFA; challenges, benefits; recommendations; additional information. The surveys were composed of closed and open-ended questions to provide a high degree of information and nuance in responses while still keeping them analytically manageable.

Below is a list of interviews conducted:

Interviews

Organisations interviewed

Center Al Amane Loudaya (pour le développement de la femme et de l'enfant), Marrakech

Club des Magistrats

Commission of Employment and Social Relation

Confédération Générale des Entreprises du Maroc (CGEM)

Conseil National des Droits de l'Homme (CNDH)

Royal Danish Embassy, Rabat

Ennakhil Association, Marrakech

EU Delegation to Morocco

KVINFO, Casablanca

l'Institut Supérieur de la Magistrature (ISM)

Ministry of Foreign Affairs of Morocco

Ministry of Handicraft and Social Economy, Morocco

⁵⁸ The surveys are not country specific and have as such not been used in the country evaluations but rather in the final synthesis report.

Ministry of Justice, Directorate of Penal Affairs, Morocco
Netherlands Embassy, Rabat
Réseau Femmes Artisans, Marrakech
Royal Embassy of Norway, Rabat
Salé Family Court
Spanish Embassy, Agencia Española de Cooperación Internacional para el Desarrollo (AECID)
Coopération Tripartite sur le Dialogue Social (COTRIDIASO)

Focus group interviews

Fédération Démocratique du Travail (FDT), Syndicat national de l'enseignement supérieur (SNESUP), Union Générale des Travailleurs du Maroc (UGTM)
Réseaux de Femmes pour le Mentoring et le Networking (RFMN)
Maison Familiale Rurale d'Ouled Said

The team visited projects funded by DAPP in the city of Marrakech and the village of Oulad Said in the Settat region. In addition, the team attended the opening ceremony of the Billboard festival in Casablanca partly supported by the DAPP through KVINFO, and interviewed several Danish and Moroccan artists.

Sampling of projects

In order to cover the very large project portfolio of DAPP, an approach entailing a sampling of projects across the four evaluation focus countries was applied. 10 projects for each country plus a number of regional projects were selected based on a selection matrix including the following criteria:

- Thematic areas covered
- Implementation modalities covered
- Nationality of contract holders covered
- Bilateral/multilateral projects covered
- Time period of implementation covered

The projects covered by this country evaluation do not constitute the full portfolio of DAPP projects in Morocco. Based on the above selection criteria, the evaluation however uses the selected projects as case examples, which – supported by desk study of previous assessments, reviews, evaluations, project reports, etc. – gives a good basis for assessing the strengths and weaknesses of the DAPP in Morocco. The analysis also draws on projects outside of the ten sampled case projects to underline specific findings.

The list below gives an overview of the 10 projects sampled for the Morocco evaluation.

Table of Case Projects Morocco⁵⁹

Project Title	Contract holders	Period
Tripartite cooperation about social dialogue (Coopération Tripartite Dano-Marocaine sur le Dialogue Social) (COTRIDIASO)	Danish Ministry of Employment	2005-2012
Capacity building of social partners in Morocco with a view to promoting social dialogue	Confederation of Danish Industry (DI) and LO/FTF Council	2012-2013
Support to Democratic Trade Union Development and Social Dialogue in the MENA Region	LO/FTF Council	2013-2015
Morocco - Denmark partnership project for the implementation of women's rights and the Family Code (Phase 1) + Strengthening Women's rights and Access to Justice in the Moroccan Legal System (Phase 2)	KVINFO	2007-2011 2011-2013
Women's Decision-Making and Leadership in the Public Sphere	KVINFO	2008-2010
Regional training of shelters and related VAW personnel in MENA	The Women's Council in Denmark (Kvinderådet)	2014-2015
Alternatives to Prison Punishment in Morocco	Danish Prison and Probation Service (Kriminalforsorgen)	2011-2015
MENA Regional Forum on monitoring of places of detention and prevention of torture	DIGNITY	2013-2016
Youth and Volunteers as agents of change in the Middle East – Education for rural youth	LandboUngdom (through DUF mini pool)	2012-2014

Verification and triangulation of data

The evaluation team has verified and triangulated collected data to the degree possible. Source and method triangulation was used for this. Source triangulation correlated data from different stakeholders, preferably from different groups identified: (i) (former or present) MFA staff, (ii) strategic and non-strategic partners and (iii) MENA knowledge persons. Method triangulation compared information obtained through different methods: (i) interviews, (ii) desk review and (iii) surveys. The evaluation strived to combine source and method triangulation so that findings and assessments are triangulated and confirmed by a combination of sources and methods.

Reporting

The analysis and reporting has been conducted in a participatory process including presentation of key findings and submission of draft reports to stakeholders before finalisation. Feedback from stakeholder meetings and written comments from strategic partners, MFA staff and the evaluation reference group has contributed to the analysis and detailed and qualified the evaluation reporting.

The team benefited throughout from the valuable support of the cooperation officer in charge of DAPP at the Danish embassy in Rabat.

⁵⁹ One of the projects selected as a case project in Morocco turned out to be a later phase of an already selected project. Therefore only nine projects figure on the list.

Annex B: Objectives and Outputs of Sampled Projects of DAPP in Morocco

This annex describes the activities and objectives of the 10 projects sampled in Morocco. The projects are presented according to the key thematic areas and strategic partners.

The projects below are presented according to the key thematic areas and strategic partners.

I. Alternatives to Prison Punishment in Morocco

Contract Holder	Years Active	DAPP Immediate Objective	Thematic Area(s)	Implementation Modality
Danish Prison and Probation Service (Kriminalforsorgen)	2011-2015	To strengthen human rights and combat torture	Human rights, human freedoms and good governance	Partnerships Denmark/MENA

The project focusses on alternatives to prison punishment with a view to support judicial reform processes and preparation of amendments to the Moroccan penal code. The primary partners to this project are the Danish Prison and Probation Service (Kriminalforsorgen) and the Ministry of Justice in Morocco, Directorate of Penal Affairs.

The project is centred on three objectives:

- 1) Sharing of experiences on issues relating to probation and alternatives to prison punishment
- 2) Introduction of methods that can later lead to a reduction of the prison population in Morocco, more cost effective punishment solutions and reduced recidivism
- 3) Promotion of human rights and prisoners' rights and justice reform in Morocco through exposure to Danish experiences⁶⁰

Key outputs

Seven seminars have been conducted and a study tour has been organised. The study tour for Moroccan stakeholders to Denmark included Moroccan judges, prosecutors and security personnel. The visits to Denmark presented an opportunity to see the implementation of alternatives to imprisonment in practice. Sceptical judges are reported to be more convinced after seeing concrete examples on the efficiency of such alternative.⁶¹

The establishment of the research unit for criminal studies and monitoring and research of alternatives to prison punishment is still on-going. The department at the Moroccan Ministry of Justice has procured equipment for the unit.⁶²

⁶⁰ Status report, Danish Prison and Probation Services, April 2014.

⁶¹ Evolution interviews.

⁶² Status report, Danish Prison and Probation Services, April 2014.

The project has contributed to the revision of the Moroccan penal bill, integrating relevant elements of Danish experiences modified to a Moroccan context. This is assessed by the partners to be a very complex domain and the process towards justice reform will be long term.⁶³

II. MENA Regional Forum on monitoring of places of detention and prevention of torture

Contract Holder	Years Active	DAPP Immediate Objective	Thematic Area(s)	Implementation Modality
Danish Institute Against Torture (DIGNITY)	2013-2016	To strengthen human rights and combat torture	Human rights, human freedoms and good governance	Partnerships Denmark/MENA

The aim is to reduce the levels of torture in detention places by increasing the understanding of the causes and consequences of torture. The Danish Institute Against Torture (Denmark) (DIGNITY) and the Restart Centre for the Rehabilitation of Victims of Violence and Torture (Lebanon) have coordinated and developed the MENA Regional Forum on monitoring of places of detention and prevention of torture (the Forum) since 2012. The Forum builds on the good experience gathered by DIGNITY in its national programmes in Jordan, Tunisia, Egypt, and Libya, and on experiences from monitoring in other contexts.⁶⁴

The regional approach brings together CSOs from the Middle East and North Africa under the sub-objectives:

- Facilitate and support CSOs as well as independent National Human Rights Institutes in conducting independent monitoring visits to prisons, as envisaged by the inherent international standards and mechanisms;
- Support national lobbying efforts aimed at fully executing the UN-OPCAT including the establishment of independent national preventing mechanisms;
- Provide technical assistance and follow-up establishing national monitoring teams through joint advocacy efforts as well as via other relevant means;
- Gather data for the purpose of analytical and monitoring work on conditions of detention in the MENA region and for the purpose of advocacy and lobbying to promote prevention of torture and ill treatment as well as inhuman and degrading treatment.⁶⁵

⁶³ Status report, Danish Prison and Probation Services, April 2014.

⁶⁴DIGNITY brief for DAPP evaluation team, Spring 2015.

⁶⁵DIGNITY brief for DAPP evaluation team, Spring 2015.

Key outputs

The Forum entered its second operational Phase in October 2013. With the new phase the Forum aims at consolidating cross national working groups, formed by Forum's members. The working groups focus on 1) lobbying and advocating for the ratification of the UN-OPCAT and its implementation, 2) support to the formation of national teams/groups to promote and implement detention monitoring, 3) training of younger, 'new generation', of professional monitors (below the age of 40), and 4) upgrading the role of health professionals in detention monitoring. The Forum holds its regional meeting twice per year.⁶⁶

During each regional meeting, the Forum select one specific topic that is relevant to the field of monitoring of places of detention.⁶⁷

The VI meeting, which took place in Morocco, focused on the theme of 'women in detention'. The regional meetings follow an agenda including:

1. Presentation of best practices on a given theme (for the VI meeting it is 'women in detention'). This section is developed with the contributions of experts and relevant authorities from the host country.
2. The Regional Meeting accommodates three working groups on violence against women, contact with outside world and health issues. The groups undertake the field trip for one day to a number of places of detention in the country.
3. The last stage is dedicated to develop de-briefings and to prepare reports based on the observation gathered. Reports are not made public but they are shared with the local host.⁶⁸

III. Youth and Volunteers as agents of change in the Middle East – Education for rural youth

Contract Holder	Years Active	DAPP Immediate Objective	Thematic Area(s)	Implementation Modality
LandboUngdom (Through DUF mini pool)	2009-2014	To strengthen young people's participation in public life	Human rights, human freedoms and good governance	Partnerships Denmark/MENA

In Morocco, LandboUngdom (Danish Young Farmers) has implemented a project together with Maison Familiale Rurale d'Ouled Said (MFR) and ENACTUS (through the DUF mini pool). The current partnership has been in place since 2009.

The overall objective is to support the development of a strengthened civil society and a democratic political culture in the MENA region, where youth are organised and youth organisations have influence. In Morocco, the project focuses on empowering rural youth in order to strengthen their active engagement in their organisations and civil society. The aim is to build youth capacity, so that young people can exert their

⁶⁶DIGNITY brief for DAPP evaluation team, Spring 2015.

⁶⁷ Interview, 03/04/15.

⁶⁸ DIGNITY brief for DAPP evaluation team, Spring 2015.

participation as a knowledgeable, gender-sensible and democratic workforce in rural areas.⁶⁹

Sub-objectives include:

- To facilitate organisational structures where rural youth can exert their influence and train active participation;
- To build the capacity of rural youth and raise awareness of youth competences in the local community;
- To globalise rural youth in terms of cultural understanding and empower young women.⁷⁰

The target groups are students at the agricultural school (MFR) in Ouled Said, Morocco; university students enlisted in the rural development organisation ENACTUS, Settat, Morocco, and members of LandboUngdom. All activities are run by and target rural youth under age 35. MFR was recommended to the project team by the embassy.⁷¹

Key outputs

LandboUngdom has worked to develop the organisational structure of MFR to better educate rural youth on practical skills and participation in democracy, such as engaging in cooperatives and student council. Main activities include:

- Youth-to-youth training seminars and knowledge-sharing activities on various skills, such as team work, project management, and skills to engage in democratic cooperatives/NGO work.
- Exchange visits with the purpose of sharing knowledge on organisational structures within rural development; exemplifying successful advocacy, organisational development within agriculture, and learning new agricultural skills through workshops.
- Advocating for the space and opportunity in society for rural youth to have their say and encourage youth to take this space, especially women.⁷²

IV. Morocco-Denmark partnership project for the implementation of women's rights and the Family Code (Phase 1) + Strengthening Women's Rights and Access to Justice in the Moroccan Legal System (Phase 2)

Contract Holder	Years Active	DAPP Immediate Objective	Thematic Area(s)	Implementation Modality
The Danish Centre for Gender, Equality and Diversity (KVINFO)	Phase 1: 2007-2011; Phase 2: 2011-2013	To promote changes in legislation in favour of gender equality	Women's empowerment and gender equality	Partnerships Denmark/MENA

⁶⁹http://www.landboungdom.dk/fileadmin/user_upload/Pdf/Internationalt/201310_Partnership_LU_MFR_ENACTUS_2013_v6.pdf

⁷⁰Interview, 03/01/15; Interview 04/08/15.

⁷¹Interview, 03/01/15; Interview 04/08/15.

⁷²http://www.landboungdom.dk/fileadmin/user_upload/Pdf/Internationalt/201310_Partnership_LU_MFR_ENACTUS_2013_v6.pdf

The Morocco-Denmark partnership project for the implementation of women's rights and the Family Code ran in two phases from 2007 to 2011 and 2011 to 2013, and was managed by the Danish Centre for Gender, Equality and Diversity (KVINFO). The bilateral project was initiated with the aim of strengthening the implementation of the Moroccan Family Code of 2004 through support to and cooperation with a wide range of stakeholders.⁷³ The project activities provided support to the Ministry of Justice and the Moroccan Family Courts and NGO cooperation leading to the establishment of a Legal Aid Centre.

Different partners and management structures were utilised under the various sub-objectives. Under 'Support to the Establishment of Information Centres in Moroccan Family Courts', the primary partners from Morocco include the Ministry of Justice (MoJ) and the Family courts of Salé and Kénitra. Partners from Denmark include, in addition to KVINFO, Copenhagen Court of First Instance (Københavns Byret), Danner and trainers recruited through a Danish vocational school (CPH West). Under the 'Strengthening the use of Mediation in Moroccan Family Courts' objective, the primary partners were the Institut Supérieur de la Magistrature (ISM) in Morocco and in Denmark, the State Administration of Greater Copenhagen (Statsforvaltningen i Hovedstaden) in addition to KVINFO.

Across the project, sub-objectives include:

- Strengthen citizens' access to justice by supporting the establishment of information desks, especially the training of information desk staff and development and production of information material at selected family courts in Morocco.
- To provide the information desk staff with the needed skills in information work and service of the public, and give them an understanding of the importance of the information work for the public access to justice.
- To support the use of conflict mediation in Moroccan family courts through support to the Institut Supérieur de la Magistrature (ISM).

An additional output objective was added toward the end of the project to study social and institutional barriers to women's use of rights enumerated in the Family Code. In addition to the study, a conference was held to identify successes, factors contributing to under-enforcement, and recommendations for the future.⁷⁴

Key outputs

The project supported the family courts of Salé and Kénitra to become 'model courts' through a twinning relationship with the Copenhagen Court of First Instance.

57 desk office staffs were trained in gender sensitive reception techniques and six family courts were supervised (Salé, Larache, Casablanca, Meknes). All new court construction projects include a reception and information centre following the Salé model.

75 judges received training from Danish experts, which was followed by additional trainings conducted by peer trainers. Mediation has been included in the ISM curriculum guide produced in Arabic and English, awaiting approval of MoJ.⁷⁵

⁷³ Project Completion report.

⁷⁴ Project Completion report.

⁷⁵ Interview, 04/04/15.

A study on social and institutional barriers to women’s use of rights enumerated in the Family Code was produced (in Arabic and English) and disseminated to relevant stakeholders in Morocco, the MENA region and Denmark.

The Family Code plus 10 conferences took place on November 21-22, 2013, in Rabat. The conference had more than 120 participants, including state and civil society actors, lawmakers, judges, lawyers, researchers, and students. Findings were summarised in a conference report (Arabic, French and English).⁷⁶

The scope of the legal advice is only intended for legal orientation and information. Cooperation has been focused on the establishment and refurbishment of a Legal Aid Centre in the Temara area of Rabat. The completed activities included i) the identification of venue and hiring of staff and ii) the launching/opening of the centre.⁷⁷

In 2012, the centre addressed 506 cases in person and an additional 48 over the phone. The Legal Aid Centre used road shows, labelled ‘caravans of citizenship’, to identify cases in marginalised peri-urban areas. The centre carried out two awareness raising caravans reaching a target group of 2,000+ citizens. They have been used to sensitise the most excluded population especially marginalised women, about their rights.⁷⁸

V. Women’s Decision-Making and Leadership in the Public Sphere

Contract Holder	Years Active	DAPP Immediate Objective	Thematic Area(s)	Implementation Modality
The Danish Centre for Gender, Equality and Diversity (KVINFO)	2008-10 (2011-13)	To increase women's participation in social, political and economic life	Women's empowerment and gender equality	Partnerships Denmark/MENA

The ‘Women’s Decision-Making and Leadership in the Public Sphere’ programme is articulated around two main components:

- Component 1 focuses on women’s access to and participation in the labour markets through targeting women in the Moroccan handicrafts sector;
- Component 2 focuses on women’s economic leadership with sub-component 2.1. focusing on mentoring and networking as tools to support women aspiring to undertake executive positions, change profession or open a business of their own, and sub-component 2.2 focusing on gender barriers within trade unions and at work places.

Under component 1, the partnership includes the Danish Design School (DKDS), the French NGO PlaNet Finance (through their Morocco office), the Réseau Femmes

⁷⁶ Project Completion report.

⁷⁷Review Aide Memoire Strategic Review of Moroccan-Danish Cooperation’, 24 Oct. to 11 Nov. 2011.

⁷⁸Review Aide Memoire Strategic Review of Moroccan-Danish Cooperation’, 24 Oct. to 11 Nov. 2011.

Artisanes Marrakech (RFA), and finally Collège LaSalle, a design school with schools in Rabat and Casablanca.

Under sub-component (2.1) the partners are Association des Femmes Chefs d'Entreprise du Maroc (AFEM), Réseaux de Femmes pour le Mentoring et le Networking (RFMN) and the Danish Association of Lawyers and Economists (DJØF). Under sub-component 2.2, 'Gender barriers within trade unions and at Moroccan working places', partners include the LO/FTF Council including the LO centre for internal education and training (FIU). On the Moroccan side, partners include the Union Nationale du Travail du Maroc (UNTM), Union Marocaine du Travail (UMT), Union Générale des Travailleurs du Maroc (UGTM), Confédération Démocratique du Travail (CDT), Fédération Démocratique du Travailleurs (FDT) and Syndicat National de l'Enseignement Supérieur (SNEsup).⁷⁹

The project sub-objectives include:

- Enable the Réseau Femmes Artisanes Marrakech (RFA) to gain an increased level of autonomy and expand in number of members as well as increase its capacity in relation to the management of the network, political participation in the Moroccan handicraft sector and contact with similar actors in the MENA region;
- Strengthen AFEM⁸⁰ in terms of networking capacity and capacity to support other women's business organisations to focus on mentoring and/or networking in order to increase the number of women entrepreneurs and/or women in leading positions at the Moroccan labour market;
- Strengthen the focus and knowledge on gender barriers within trade unions and at Moroccan work places.⁸¹

Key outputs

Activities undertaken under component 1 include study tours, training and handicraft workshops in Morocco, creation of a group for commercialisation of products and development of training curricula. A number of handicraft products have been developed through the partnership.

Under component 2, activities included development of an ethical chart for mentoring, guidelines for mentors and the mentees, and curriculum and training material for training of trainers for AFEM and RFMN. Several couples of mentors-mentees had been formed, and there has been created a network for recruiting more potential mentees and mentors targeting different regions, urban as well as rural areas, to contribute to the economic development and women's economic empowerment.

Study tours for Moroccan and Danish women shop stewards to both countries have included visits to workplaces, debates, and exchange of experiences and joint training sessions.⁸²

A guidebook on invisible Moroccan women's success stories was developed. The purpose was to shed light on successful careers of women who are yet unknown to the general public because of lack of media coverage. The guidebook included CDs that were

⁷⁹ Project proposal.

⁸⁰ During the project extended to also include RFMN.

⁸¹ Project proposal.

⁸² Strategic Review of Moroccan-Danish Cooperation 24 October- 11 November 2011.

shared with other partners in the MENA region (the book was published in Arabic, French and English).

VI. Regional training of shelters and related VAW personnel in MENA⁸³

Contract Holder	Years Active	DAPP Immediate Objective	Thematic Area(s)	Implementation Modality
The Women's Council in Denmark (Kvinderådet)/Danner	2014-2016	To combat and prevent violence against women	Women's empowerment and gender equality	Partnerships Denmark/MENA

The purpose of the project on training modules in MENA is

- a) to meet a major need for the training of shelter staff, which has become visible through Danner's previous engagement in the region.
- b) to contribute to building a common methodology and terminology about domestic violence to strengthen the joint effort against violence nationally and regionally in the MENA countries.⁸⁴

Key outputs:

- Training of shelter staff
- Networking of women's shelters' Presidents

VII. Tripartite Cooperation about Social Dialogue (Coopération Tripartite Dano-Marocaine sur le Dialogue Social) (COTRIDIASO)

Contract Holder	Years Active	DAPP Immediate Objective	Thematic Area(s)	Implementation Modality
Danish Ministry of Employment	Project: 2005-2009 Extension: 2009-2012	To promote labour market reform and social dialogue	Economic growth and job creation	Partnerships Denmark/MENA

COTRIDIASO was launched in September 2006 and terminated in February 2009. However, a prolongation project, with activities targeting Casablanca and the surrounding area, was approved to ensure continuity and impact.

The primary objective of COTRIDIASO was to further and strengthen the social dialogue on the Moroccan labour market, by facilitating and supporting, in a dialogue-based approach, the implementation of selected elements of the actual labour legislation (*Code du Travail*), with special focus on the establishment of occupational safety and

⁸³ This regional project was initiated by KVININFO in 2009. The Women's Council in Denmark/Danner/LOKK took over the project in January 2014.

⁸⁴ Danner website (<http://www.danner.dk/help-counseling/facts-violence/projects/?lang=en>)

health committees at the workplace level.⁸⁵ The primary objective is further specified by a series of five sub-objectives, namely:

- Contribute to a higher degree of general involvement of the social partners at the labour market;
- Support the on-going reform process in which the Moroccan government intends to increase the involvement of the social partners in policy formulation;
- Facilitate the implementation of elements of the new labour code (Code du Travail) with a higher degree of involvement of the social partners (and the civil society at large) in decisions with relevance to civil society;
- Through activation of the membership of the social partner organisations at the enterprise – the regional – and the national level contribute to the internal organisational strengthening of employers' – and workers' organisations;
- Support the development of a model to establish occupational safety and health committees and thereby support the general reform processes in Morocco.⁸⁶

The project was implemented by a partnership structure consisting of trade unions, employers' organisations and labour inspectorates from Denmark and Morocco under the auspices of the respective ministries of employment. Key partners included the LO/FTF Council, DI, Danish Working Environment Authority (Arbejdstilsynet) and Ministry of Employment and their respective Moroccan counterparts CDT, FDT, UGTM, CGEM and La Direction du Travail under the Ministry of Employment.⁸⁷

Key outputs

Early project documents identified five specific outputs and results:

1. Development of a model for cooperation between workers, employers and ministry of employment within the area of occupational safety and health;
2. Establishment of occupational safety and health committees at 10 enterprises within two different economic sectors in the Casablanca region;
3. Capacity development of the labour inspectorate and the involved workers' – and employers' organisations;
4. Capacity development within the labour inspectorate and workers' – and employers organisations in Casablanca so that they are better equipped to offer advice and guidance to the enterprises and their employees on how to establish and develop the work of the occupational safety and health committees;
5. Development of a tool for the evaluation of risks at the workplace level and some training tools for the wider use after the termination of the project.

Between 2006 and 2009, COTRIDIASO formed a core group of trainers (23 inspectors trained approximately 90 inspectors), trained occupational safety and health committees at 13 pilot enterprises, as well as trade union representatives and employers' organisation representatives. Finally, COTRIDIASO developed and published a guide on the dialogue-based inspection approach.

⁸⁵ COTRIDIASO completion report, 2009.

⁸⁶ COTRIDIASO completion report, 2009.

⁸⁷ COTRIDIASO completion report, 2009.

VIII. Capacity building of social partners in Morocco with a view to promoting social dialogue

Contract Holder	Years Active	DAPP Immediate Objective	Thematic Area(s)	Implementation Modality
Confederation of Danish Industry (DI) and LO/FTF Council	2012-2013	To promote labour market reform and social dialogue	Economic growth and job creation	Partnerships Denmark/MENA

The project, “Capacity building of social partners in Morocco with a view to promoting social dialogue”, was a bilateral project involving Confederation of Danish Industry and Confédération Générale des Entreprises du Maroc (CGEM). The project focused on developing business development services and strengthening communication through sharing experiences in social mediation, conflict resolution, and collective conventions.⁸⁸

The project contributes to an inclusive social dialogue between unions and private sector associations, as the programme helps to facilitate dialogue among unions themselves; the five biggest unions are now sitting together and trying to reach common positions on the key pending disagreements with the Government and the “patronat” (national employers’ community).⁸⁹

IX. Support to Democratic Trade Union Development and Social Dialogue in the MENA Region

Contract Holder	Years Active	DAPP Immediate Objective	Thematic Area(s)	Implementation Modality
LO/FTF Council	2013-2015	To promote labour market reform and social dialogue	Economic growth and job creation	Partnerships Denmark/MENA

The Confederation of Danish Employers and the LO/FTF Council also receive bilateral funds to cooperate directly with their Moroccan peers. The bilateral cooperation between the LO/FTF Council and the CDT, the FDT and the UGTM concerns training of trade union representatives in social dialogue, occupational health and safety (OHS) and negotiation. Thus the training has been closely related to the scope of the trilateral activities.

Key outputs

The project consists of nine training seminars organised by each participating trade union for members of the respective unions in regions and sectors where they are represented. Training material has also been developed by LO/FTF Council at request of Moroccan partners. Most of these training have been delivered and Moroccan partners have expressed satisfaction with the approach and contents. The trainings have extended to reach beyond Casablanca.

⁸⁸ Interview, 04/06/15.

⁸⁹ Interview, 04/06/15.

Annex C: Projects in Morocco 2004-2014

Project/Programme Title ⁹⁰	Year	Contract holder
1. Human rights, human freedoms and good governance		
Support to ICTJ Morocco	2004-2005	International Centre for Transitional Justice (ICTJ)
Cooperation on family justice with Morocco - Formulation	2005-2006	NCG and COWI
Workshop between the Human Rights Council in Morocco and the Danish Institute for human rights	2008	Danish Institute for Human Rights (DIHR)
Alternatives to Prison Punishment in Morocco	2011-2015	Danish Prison and Probation Service (Kriminalforsorgen)
Cooperation between prisons on improved rehabilitation of young criminals	2005-2009	Danish Prison and Probation Service (Kriminalforsorgen)
Moroccan Ombudsman's visit to Denmark	2013	Institution du Médiateur
MENA Regional Forum on monitoring of places of detention and prevention of torture	2013-2016	DIGNITY
Youth and Volunteers as agents of change in the Middle East - Education for rural youth	2012-2014	LandboUngdom (through DUF mini pool)
2. Women empowerment and gender equality		
Support to women organisations in Morocco	2006-2008	UNIFEM
Morocco - Denmark partnership project for the implementation of women's rights and the Family Code (Phase 1) + Strengthening Women's rights and Access to Justice in the Moroccan Legal System (Phase 2)	2007-2011 2011-2013	The Danish Centre for Gender, Equality and Diversity (KVINFO)
Women's decision-making and leadership in the public sphere	2008-2010	The Danish Centre for Gender, Equality and Diversity (KVINFO)
Women Economic Decision-making and leadership - Phase II	2010-2013	The Danish Centre for Gender, Equality and Diversity (KVINFO)
Strategic Partnership with KVINFO - Morocco	2013-2014	The Danish Centre for Gender, Equality and Diversity (KVINFO)
Regional training of shelters and related VAW personnel in MENA	2009-2016	The Women's Council in Denmark (Kvinderådet) ⁹¹
3. Knowledge based societies		
Conference on regional security and cooperation in the Middle East	2005	Centre Tarik Ibn Zayd
Journalist training in Morocco	2009-2010	International Media Support (IMS)
Danish - Moroccan Media Cooperation Programme -	2010-2011	International Media Support (IMS)

⁹⁰ Based on evaluation Pre-study (2015) and partner comments. The list does not include regional programmes.

⁹¹ This regional project was initiated by KVINFO in 2009. The Women's Council in Denmark/Danner/LOKK took over the project in January 2014.

Project/Programme Title⁹⁰	Year	Contract holder
Inception phase		
4. Economic Growth and Job Creation		
Tripartite cooperation about social dialogue (Coopération tripartite dano-marocaine sur le dialogue social) (COTRIDIASO)	2005-2012	Danish Ministry of Employment
Support to Democratic Trade Union Development and Social Dialogue in the MENA Region	2013-2015	LO/FTF Council
Capacity building of social partners in morocco with a view to promoting social dialogue	2012-2013	LO/FTF Council and Confederation of Danish Industry (DI)
Empowering private sector organisations and promoting social dialogue	2010-2013	Confederation of Danish Industry (DI)
Tripartite cooperation about social dialogue - consolidation activities and inception phase for a new social dialogue programme in Morocco	2012	Confederation of Danish Industry (DI)
Other		
Technical Advisory Office in Morocco - Establishment	2006-2008	Technical Advisory Office, Morocco
Strategic review of the Moroccan Danish Cooperation	2011	Critical Rights and Gender Consult

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